

FUND NUMBER	101 GENERAL FUND
DEPARTMENT NUMBER	12 CITY MANAGER
DIVISION NUMBER	00 CITY MANAGER

MISSION

To serve the public and City Council through responsible administration of all City affairs and promotion of a high standard of ethics, professionalism and integrity.

GOALS

- To develop, recommend and implement policies and procedures that provide for the orderly, positive and planned growth and development of the City of Laredo.
- To manage and administer the operations and services of the City of Laredo in a professional and fiscally responsible manner.
- To provide support to the Mayor and City Council in the form of professional management expertise.
- To continue to provide a positive and professional work environment for the employees of the City of Laredo.
- To assure that the employees maintain the highest level of competence in the performance of their duties.

EXPENDITURES

	ACTUAL 00-01	ACTUAL 01-02	BUDGET 02-03	ESTIMATED 02-03	PROPOSED 03-04
Personnel Services	580,198	622,841	701,528	706,995	707,351
Materials & Supplies	11,540	13,994	16,355	17,905	13,480
Contractual Services	86,264	82,015	85,743	76,600	74,250
Capital Outlay	7,540	19,634	0	0	0
TOTAL	685,542	738,484	803,626	801,500	795,081

FULL TIME EQUIVALENTS (FTE)

	ACTUAL 00-01	ACTUAL 01-02	APPROVED BUDGET 02-03	AMENDED BUDGET 02-03	PROPOSED 03-04
TOTAL	12	12	12	12	13

FUND NUMBER	101 GENERAL FUND
DEPARTMENT NUMBER	12 CITY MANAGER
DIVISION NUMBER	10 INTERNAL AUDIT

MISSION

Increase the City of Laredo's accountability to its citizens by supporting City departments through verification of the integrity and reliability of their records through independent review, examination, and investigation and to support the City's departments in efficiently managing the City's assets.

GOALS

- Perform audits of City operations to determine if internal accounting controls and administrative controls are adequate, operations are efficient, contractual obligations are satisfied, legal requirements are met, and assets are safeguarded.
- Support the City Management team in reaching short-term and long-term objectives.
- Provide excellent service to both internal and external customers.
- Perform audits in an efficient manner and issue concise audit reports on a timely basis and perform follow-up audits to determine if conditions have been resolved.
- Evaluate adequacy of the internal control structure.
- Assess compliance with written policies and procedures, and state/federal laws and regulations.
- Evaluate the reliability and integrity of accounting, reporting systems and procedures.
- Review effectiveness and efficiency of the City's resources.
- Make appropriate constructive suggestions and recommendations and evaluate adequacy of corrective action.
- Investigated reported occurrences of fraud, embezzlement, theft, waste and recommend controls to promote prevention and detection of such occurrences.

EXPENDITURES

	ACTUAL 00-01	ACTUAL 01-02	BUDGET 02-03	ESTIMATED 02-03	PROPOSED 03-04
Personnel Services	143,094	148,183	166,239	169,086	182,292
Materials & Supplies	916	1,967	2,888	2,659	2,350
Contractual Services	12,308	9,166	12,871	12,871	11,107
Capital Outlay	3,171	3,103	0	0	0
TOTAL	159,489	162,419	181,998	184,616	195,749

FULL TIME EQUIVALENTS (FTE)

	ACTUAL 00-01	ACTUAL 01-02	APPROVED BUDGET 02-03	AMENDED BUDGET 02-03	PROPOSED 03-04
TOTAL	3	3	3	3	3

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DEPARTMENT NUMBER	12 CITY MANAGER
DIVISION NUMBER	10 INTERNAL AUDIT

PERFORMANCE MEASURES

	ACTUAL 00-01	ACTUAL 01-02	ESTIMATED 02-03	PROPOSED 03-04
Workload Measures				
Inputs				
Number of audit hours Compliance Program	1,711	1,360	1,895	1,879
Number of audit hours Operational Audits	1,360	424	496	424
Number of audit hours Hotel-Motel Audits	0	0	0	240
Number of audit hours Letters to Management Follow-Up	200	148	180	96
Special assignments and other projects	360	360	648	144
Administrative planning and review	936	880	720	880
Outputs				
Surprise Cash Audit	298	296	275	275
Surprise Petty Cash Audit	12	18	12	12
Surprise Inventory Audit	12	4	10	12
Petty Cash Policy Compliance Audit	0	0	12	12
Follow-up on Petty Cash Policy Compliance Audit	0	0	0	3
Payroll Compliance Audit	12	6	3	3
Follow-Up Payroll Compliance Audit	6	2	0	1
Cash Receipt Audit	6	6	6	6
Follow-up Cash Receipt Audit	2	1	2	1
Purchasing Compliance Audit	12	4	4	3
Follow-up Purchasing Compliance Audit	6	1	1	1
Travel Policy Compliance Audit	0	1	6	6
Follow-up Travel Policy Compliance Audit	0	0	1	2
Video Compliance Review Audit	0	0	3	3
Bridge Video Audit	0	43	0	0
Bridge Shift Report Audit	109	0	0	0
Ordinance Compliance & Internal Control	0	0	2	1
Follow-up on Ordinance Compliance & Internal Control	0	0	0	2
Operational Audit	3	1	0	1
Follow-up on Operational Audit	0	2	3	0
Special Assignments/Project	2	5	9	2
Hotel-Motel Tax Audit	0	0	0	3
Contract/Ordinance/Lease/Grant Audit	13	3	4	3

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DEPARTMENT NUMBER	12 CITY MANAGER
DIVISION NUMBER	10 INTERNAL AUDIT

PERFORMANCE MEASURES (CONTINUED)

	ACTUAL 00-01	ACTUAL 01-02	ESTIMATED 02-03	PROPOSED 03-04
Follow-up Contract/Ordinance/Lease/Grant Audit	1	3	1	2
Warehouse Management & Inventory Control Audit	0	1	1	1
Follow-up Warehouse Management & Inventory Control Audit	0	0	1	1
Accounts Receivable Audit	2	0	1	1
Letter to Management Follow-up	34	37	45	24
Employees Trained on Compliance & Internal Controls	122	266	177	150
Efficiency Measures				
Budgeted hours per Compliance Audit	-	4	6	6
Budgeted hours per Operational Audit	-	71	62	61
Budgeted hours per Hotel-Motel Audit	-	0	0	80
Budgeted hours per Letter to Management Findings	-	4	4	4
Budgeted hours per Special Assignment Project	-	72	72	72
Effectiveness Measures				
Payroll Compliance Audits - % of conditions resolved at Follow-Up	-	95%	N/A	95%
Cash Receipt Audits - % of conditions resolved at Follow-Up	-	100%	97%	98%
Purchasing Compliance Audits - % of conditions resolved at Follow-Up	-	50%	95%	95%
Operational Compliance Audits - % of conditions resolved at Follow-Up	-	79%	83%	85%

FUND NUMBER

DEPARTMENT NUMBER

DIVISION NUMBER

101 GENERAL FUND

12 CITY MANAGERS

15 REAL ESTATE

MISSION

Facilitate the acquisition, sale, and/or lease of real property in a timely manner.

GOALS

- To identify and eliminate street encroachment presently being used for private benefits and not open to the public.
- Negotiating acquisition of land parcels in support of City, State, and Federally funded projects.
- Working jointly with other City departments in planning infrastructure projects which involve acquisition of real estate.
- Researching and obtaining property title information.
- Preparing resolutions and contracts for appraisal services.
- Reviewing and analyzing all appraisal reports.
- Coordinating with the Legal Department on all matters related to eminent domain proceedings and other real estate matters as required.

OBJECTIVES

- To manage city-owned properties through their control, rental and disposition.
- To coordinate with appropriate federal and state agencies to ensure property implementation of their laws and regulations.

EXPENDITURES

	ACTUAL 00-01	ACTUAL 01-02	BUDGET 02-03	ESTIMATED 02-03	PROPOSED 03-04
Personnel Services	0	0	0	0	235,590
Materials & Supplies	0	0	0	0	3,992
Contractual Services	0	0	0	0	12,787
TOTAL	0	0	0	0	252,369

FULL TIME EQUIVALENTS (FTE)

	ACTUAL 00-01	ACTUAL 01-02	APPROVED BUDGET 02-03	AMENDED BUDGET 02-03	PROPOSED 03-04
TOTAL	0	0	0	0	8

FUND NUMBER	101 GENERAL FUND
DEPARTMENT NUMBER	12 CITY MANAGERS
DIVISION NUMBER	15 REAL ESTATE

PERFORMANCE MEASURES

	ACTUAL 00-01	ACTUAL 01-02	ESTIMATED 02-03	PROPOSED 03-04
Workload Measures				
Inputs				
Number of full-time equivalent employees (FTE) – acquisition negotiators	2	2	2	2
Outputs				
Number of acquisition projects completed	7	14	25	9
Number of undeveloped parcels acquired	24	33	75	18
Number of residential parcels acquired	5	0	0	57
Number of commercial parcels acquired	40	1	4	1
Number of commercial corner clips acquired	2	26	0	0
Total number of parcels acquired	33	46	79	76
Efficiency Measures				
Number of acquisition projects completed per FTE – land negotiator	35	7	12.5	4.5
Number of parcels acquired per FTE	34.5	23	39.5	38
Administrative cost per parcel of land acquired	\$4,479	\$18,875	\$202,629	\$111,167

FUND NUMBER	101 GENERAL FUND
FUND DEPARTMENT NUMBER	12 CITY MANAGER
DIVISION NUMBER	30 PUBLIC INFORMATION OFFICE

MISSION

Keep the citizens of Laredo informed on city issues.

GOALS

- Continue using the mass media for maximum dissemination of public information to the public.
- Work to continue developing the monthly city news magazine.
- Have a timely section in the local newspaper regarding city events.
- Create an annual performance report.

OBJECTIVES

- To obtain a higher percentage of cross-media exposure for City events and services through the Quarterly report and regular public access programming.
- To obtain more wide-spread state and national coverage.
- To obtain a higher level of mass dissemination within the community to better benefit the public.

EXPENDITURES

	ACTUAL 00-01	ACTUAL 01-02	BUDGET 02-03	ESTIMATED 02-03	PROPOSED 03-04
Personnel Services	48,399	64,759	79,733	66,146	99,636
Materials & Supplies	528	307	3,950	983	1,000
Contractual Services	31,689	25,609	33,028	32,838	31,431
Capital Outlay	3,585	540	0	2,015	0
TOTAL	84,201	91,215	116,711	101,982	132,067

FULL TIME EQUIVALENTS (FTE)

	ACTUAL 00-01	ACTUAL 01-02	APPROVED BUDGET 02-03	AMENDED BUDGET 02-03	PROPOSED 03-04
TOTAL	1.48	1.48	2	2	2

FUND NUMBER	101 GENERAL FUND
FUND DEPARTMENT NUMBER	12 CITY MANAGER
DIVISION NUMBER	30 PUBLIC INFORMATION OFFICE

PERFORMANCE MEASURES

	ACTUAL 00-01	ACTUAL 01-02	ESTIMATED 02-03	PROPOSED 03-04
Workload Measures				
<i>Inputs</i>				
Number of media inquiries referred and resolved	N/A	15.38 p/week	3-5 p/week	4-6 p/week
Information requests for documentation	N/A	3 p/week	5 p/week	6 p/week
<i>Outputs</i>				
Number of press releases distributed	N/A	3-4 p/week	3-5 p/week	4-6 p/week
Number of promotional literature completed (quarterly magazine)	N/A	1 annual report	4- 16 page editions p/year	4- 16-page editions p/year
Information responses/documents responses	N/A	3 p/week	5 p/week	6 p/week
Other promotional material/output		1 brochure/1 Wash D.C. video	2-3 major events p/year 2-3 major campaigns p/year	2-3 major events p/year 2-3 major campaigns p/year
Effectiveness Measures				
% of information responses/documents responses	N/A	89%	90%	91%
% of press releases resulting in interviews	N/A	78%	80%	81%

FUND NUMBER	101 GENERAL FUND
FUND DEPARTMENT NUMBER	12 CITY MANAGER
DIVISION NUMBER	40 CUSTOMER SERVICE

MISSION

To improve the quality and efficiency of the City of Laredo's community services through excellent customer Service and the anticipation of services needed by citizens, visitors and employees of our organization.

GOALS

- To assure that the employees maintain the highest level of competence in the performance of their duties while offering services to a constituent, visitor or employee of our organization.
- Continue to maintain an open-door policy to citizens and City employees in order to be responsive to questions, concerns, complaints and needs.
- To improve the quality and efficiency of the City of Laredo's community services through excellent customer service.
- To anticipate services needs by citizens, visitors and employees of our organization.

OBJECTIVES

- To maintain the total time spent on customer service training per employee at 180 minutes.
- To maintain the total hours spent on customer service training at 2,250.
- To increase the percentage of customer service calls closed to 91percent.
- To maintain the number of employees trained on customer service at 750.

EXPENDITURES

	ACTUAL 00-01	ACTUAL 01-02	BUDGET 02-03	ESTIMATED 02-03	PROPOSED 03-04
Personnel Services	0	0	61,955	45,773	47,125
Materials & Supplies	0	0	2,950	4,012	2,500
Contractual Services	0	0	22,850	21,129	21,725
TOTAL	0	0	87,755	70,914	71,350

FULL TIME EQUIVALENTS (FTE)

	ACTUAL 00-01	ACTUAL 01-02	APPROVED BUDGET 02-03	AMENDED BUDGET 02-03	PROPOSED 03-04
TOTAL	0	0	2	2	2

FUND NUMBER	101 GENERAL FUND
FUND DEPARTMENT NUMBER	12 CITY MANAGER
DIVISION NUMBER	40 CUSTOMER SERVICE

PERFORMANCE MEASURES

	ACTUAL 00-01	ACTUAL 01-02	ESTIMATED 02-03	PROPOSED 03-04
Workload Measures				
<i>Inputs</i>				
Total time spent on customer service/citizen complaint tracking program (in hours)	N/A	1,250	2,250	2,250
Total budget for customer service training	N/A	\$20,000	\$20,000	\$18,725
<i>Outputs</i>				
Number of citizen complaints, service requests, and inquiry calls	3,448	3,463	3,500	3,500
Number of employees trained (customer service)	N/A	500	750	750
Efficiency Measures				
Time (minutes) spent per employee trained (customer service)	N/A	150	180	180
Cost per employee trained (customer service)	N/A	\$40	\$27	\$24
Effectiveness Measures				
% of customer service calls closed	72	79	90	91

FUND NUMBER	101 GENERAL FUND
FUND DEPARTMENT NUMBER	12 CITY MANAGER
DIVISION NUMBER	50 CITY HALL MAINTENANCE

MISSION

To maintain City Hall in the safest and most presentable condition for the public and those employees who uses the facility, including sidewalks, gardens and parking areas.

GOALS

- To maintain City Hall clean, safe and operational.
- To make sure there are no safety hazards anywhere in the building.
- To keep all restrooms constantly clean and properly supplied.
- To provide the best maintenance service available.
- To include safety cleanliness in parking areas.
- To provide care and maintenance to City Hall's gardens.

OBJECTIVES

- Improve Custodian's schedules and daily activity listings, to improve quality and quantity work.
- Improve communication with interdepartmental entities that render services to our building.
- Improve City Hall's landscaping with in-house care, and professional contracting of gardeners.
- Implement weekly janitorial building inspections and quarterly evaluations to assure improvements are met and raised.

EXPENDITURES

	ACTUAL 00-01*	ACTUAL 01-02*	BUDGET 02-03	ESTIMATED 02-03	PROPOSED 03-04
Personnel Services	0	0	134,075	134,288	144,200
Materials & Supplies	0	0	49,345	50,134	49,400
Contractual Services	0	0	236,351	235,851	215,935
TOTAL	0	0	419,771	420,273	409,535

FULL TIME EQUIVALENTS (FTE)

	ACTUAL 00-01*	ACTUAL 01-02*	APPROVED BUDGET 02-03	AMENDED BUDGET 02-03	PROPOSED 03-04
TOTAL	0	0	5	5	5

* Prior to FY02-03, City Hall Maintenance was part of the Public Works Department (101-2790).

FUND NUMBER	101 GENERAL FUND
FUND DEPARTMENT NUMBER	12 CITY MANAGER
DIVISION NUMBER	50 CITY HALL MAINTENANCE

PERFORMANCE MEASURES

	ACTUAL 00-01	ACTUAL 01-02	ESTIMATED 02-03	PROPOSED 03-04
Workload Measures				
<i>Inputs</i>				
Number of full-time equivalent employees (FTE)	5	5	4	4
Total budget	386,126	358,762	420,273	409,535
<i>Outputs</i>				
Number of square feet area maintained	80,128	80,128	88,000	88,000
Efficiency Measures				
Number of square feet of area maintained per FTE	16,026	16,026	22,000	22,000
Cost per square foot	\$4.81	\$4.47	\$4.77	\$4.65